

MEMORANDUM FOR: Director of Central Intelligence  
SUBJECT: Conference with Dr. Kissinger re the KIQs  
REFERENCES: Attached letters (Tab A) from:  
Dr. Kissinger, April 22, 1974  
Deputy Secretary Clements, April 20, 1974  
Deputy Secretary Rush, April 4, 1974  
Deputy Secretary Volcker, April 1, 1974

1. In response to your letter of March 9 requesting the "individual concurrence and comments" of each NSCIC member on the KIQs, replies have been received from the four listed above. Admiral Moorer has not yet responded.

a. Dr. Kissinger calls the KIQs a "promising beginning" which should form the basis for "an even more useful set of KIQs for the coming year." He requested you review with him the comments of the other members.

b. Secretary Rush made no substantive comments. He concurred in the list, and indicated INR would continue to coordinate State's contribution.

c. Secretary Volcker also had no substantive comments. He believes the list represents a "good first effort."

d. Secretary Clements is the only respondent to forward substantive comments. Although he said "I support the KIQ process and evaluation system in principle," he had two criticisms:

(1) The KIQs "lack the precision needed for effective resource allocation and performance evaluation."

(2) Some "questions of importance" to DOD, which had been proposed by DOD as KIQs in December 1973 "were not included or were subsumed in more general phrasing."

2. Secretary Clements also posed "cautionary notes" for the future as follows:

- (1) To serve as an effective management tool, the KIQs should be severely limited in number.
- (2) The KIQs should provide a timely input at key points in the annual DOD budget review process.
- (3) Despite existence of the KIQs, the DOD must "retain the flexibility to assign resources as essential departmental requirements develop."
- (4) Provision should be made to include an 'effective procedure for measuring consumer satisfaction.'

3. In your discussion of the KIQs with Dr. Kissinger, it is recommended that you:

- a. Express appreciation for the NSCIC responses to your March 9 letter, but especially for the thoughtful submissions which were received in late 1973 as contributions from the NSC staff, Secretary Rush, Secretary Clements and Admiral Moorer during the development of the KIQs.
- b. Emphasize that you share Secretary Clements' desire to limit the number of KIQs in the listing, which is why the present list includes fewer than half of the questions which NSCIC members proposed for inclusion. (This is why the omissions cited by Secretary Clements came about.)
- c. Point out that the KIQ evaluation process now underway represents a "shakedown cruise" for the system and that you anticipate considerable improvement in the KIQ list for FY 1975. Attention is being given to measurement of consumer satisfaction.
- d. Explain that the baseline reports on the 12 KIQs selected for the initial evaluation test are nearing completion, and preparations for the evaluation itself are well underway. The pilot run on the FY 1974 KIQs will end 1 September, and it is planned the performance report will be available 30 October. Formulation of FY 1975 KIQs is expected to be accomplished by 1 July.

/5/

Daniel O. Graham  
Lieutenant General, USA  
D/DCI/IC

6/10 74-1

Attachments:

- TAB A References as cited
- TAB B DCI memorandum of 9 March 1974 to NSCIC members requesting concurrence and comments on KIQs.
- TAB C DCI memoranda of 9 January 1974, addressed individually to NSCIC members, commenting to each on his inputs which were used in developing the KIQ list.
- TAB D Publication, "Key Intelligence Questions for Fiscal Year 1974," 4 January 1974.

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DCI/IC/CS: [redacted] ho (25 Apr 74)

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INTELLIGENCE COMMUNITY STAFF SUMMARY  
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INTERNAL COORDINATION

Action Officer: Title and Signature

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Officer

Action

Initials

	Coord		
	Coord	CM	
	Coord	GW	
Gen Graham	Approval	G	
Mr. Colby	Use in Conference		Subject: DCI/Dr. Kissinger Conference on KIQs

Summary

Background: On 9 March the DCI asked NSCIC members to provide him comments/concurrence on the KIQs for FY 1974. Secretaries Bush, Clements and Volcker responded. Dr. Kissinger requested the DCI discuss with him the responses.

Discussion: On 23 April Mr. Colby sent the following note to the D/DCI/IC:

"Please collect the KIQs, the comments of other NSCIC members --and I'll talk to him [Dr. Kissinger] (Friday?) "

Action: The memorandum opposite responds to the DCI note, and encloses background materials as well as copies of the comments received from NSCIC members.

Daniel O Graham  
Lieutenant General, USA  
D/DCI/IC

Enclosures:

- Tab A - NSCIC responses.
- Tab B - DCI memo, 9 March, requesting NSCIC concurrence.
- Tab C - DCI memo to NSCIC members forwarding KIQs, 9 January.
- Tab D - Copy of KIQs.

DCI/DDCI

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TO:

		ACTION	INFO.			ACTION	INFO.
1	DCI			11	IG		
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4	DDI			14	ASST/DCI		
5	DDO			15	AO/DCI		
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7	D/DCI/IC			17			
8	D/AD			18			
9	GC			19			
10	LC			20			

SUSPENSE

Date

Remarks:

pls collect  
the K1Q's  
the comments by  
other NSC/C  
members -  
& I'll talk to him  
(Friday?)

DCI/DDCI

4/23/74

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THE WHITE HOUSE  
WASHINGTON

April 22, 1974

SECRET

Dear Bill:

The Key Intelligence Questions referred to in your memorandum of March 9, 1974 are a promising beginning in your effort to identify intelligence topics of importance to policy makers. This process is precisely the sort of step which the President looked for as a follow-on to his November 5, 1971 letter revitalizing the Intelligence Community. This set of questions and the pilot evaluation process should form the basis for an even more useful set of KIQs for the coming year.

I would appreciate the opportunity to review with you the comments on these KIQs submitted by the other members of the National Security Council Intelligence Committee.

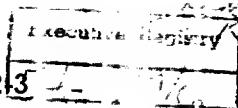
Warm regards,

Henry A. Kissinger

Mr. William E. Colby  
Director of Central Intelligence  
Washington, D.C. 20505

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DEPARTMENT OF STATE  
WASHINGTON

April 4, 1974

Dear Bill:

It is with pleasure that I send to you our concurrence on the list of Key Intelligence Questions for FY-74. We agree that before attempting to modify them again, we should gain experience in their use.

I will look forward to hearing from you on the results of your efforts to use this list of Key Questions as a basis for measuring effectiveness and allocating resources. INR will continue to coordinate the Department's contribution and assist your staff in this program. I wish you much success in this endeavor.

Warm regards,

Sincerely,

A handwritten signature in black ink, appearing to read 'K.R.' or 'K. Rush'.

Kenneth Rush  
Acting Secretary

The Honorable  
William E. Colby,  
Director of Central Intelligence.

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THE UNDER SECRETARY OF THE TREASURY  
FOR MONETARY AFFAIRS

WASHINGTON, D.C. 20220

SECRET

APR 1 1974

MEMORANDUM FOR MR. WILLIAM E. COLBY, VICE-CHAIRMAN  
NATIONAL SECURITY COUNCIL INTELLIGENCE COMMITTEE

SUBJECT        Key Intelligence Questions for FY 1974

Reference is made to your letter of 9 March concerning the key intelligence questions for FY 1974.

As you know, Treasury participated fully in the preparation of the initial list of key intelligence questions and also obtained comments from other members of the Council on Economic Policy. I believe that the list represents a good first effort and agree that the USIB agencies should proceed along the lines indicated in your letter. By the end of FY 1974, we should be in a better position to review and evaluate both the questions and the procedure before we develop a revised list for FY 1975.

*PAV*

Paul A. Volcker

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§ 58(1), (2), (3) and (4) (except those parts which are automatically declassified)	
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